

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
SAN FRANCISCO BRANCH OFFICE
DIVISION OF JUDGES

**KSL DC MANAGEMENT, LLC
d/b/a HOTEL DEL CORONADO**

and

**Cases 21-CA-36119
21-CA-36195**

**HOTEL EMPLOYEES AND RESTAURANT
EMPLOYEES INTERNATIONAL UNION,
LOCAL 30, AFL-CIO, CLC**

Robert N. MacKay, Atty., Counsel for the General Counsel,
San Diego, California.

Matthew T. Wakefield and Candice T. Zee, Attys.,
Ballard, Rosenberg, Golper, & Savitt, LLP,
Counsel for Respondent, Universal City, CA.

Brigitte Browning, organizer, for the Charging Party,
San Diego, California¹

DECISION

Statement of the Case

Lana H. Parke, Administrative Law Judge. This matter was tried in San Diego, California on July 19 through 21, 2004 upon an Order Consolidating Cases, Consolidated Complaint, and Notice of Hearing (the Complaint) issued April 21, 2004² by the Regional Director of Region 21 of the National Labor Relations Board (the Board) based upon charges filed by the Hotel Employees and Restaurant Employees International Union, Local 30, AFL-CIO, CLC (the

¹ W. James Young, Atty., of the National Right to Work Legal Defense Foundation, Inc., who represents David A. Hall, an employee of Respondent opposed to union organization, sought to intervene in these proceedings for the purpose of urging that a neutrality agreement entered into between Respondent's predecessor and the Union was improper. I denied the motion to intervene but granted permission to file an *amicus curiae* brief herein.

² All dates herein are 2004 unless otherwise specified.

Union.)³ The Complaint, as amended, alleges KSL DC Management, LLC d/b/a Hotel del Coronado (Respondent) violated Sections 8(a)(1), (3), and (5) of the National Labor Relations Act (the Act). Respondent essentially denied all allegations of unlawful conduct.

5 Issues

1. Did Respondent independently violate Section 8(a)(1) of the Act by threatening to report an employee to management for engaging in union or other protected activities, by threatening an employee with unspecified reprisals for engaging in union or other protected activities, by informing employees of the futility of selecting the Union as their bargaining representative, by telling an employee he needed to learn not to picket, by telling an employee he had been demoted so he would learn not to picket, by telling an employee he was being sent home so he would learn not to picket, by instructing a supervisor, in the presence of employees, to send home an employee because he engaged in union activities, or by indicating to an employee that he was disciplined because of his union or other protected activities.
2. Did Respondent temporarily demote, twice suspend, and discharge employee Joel Martinez because he engaged in concerted, protected activities to discourage other employees from doing likewise?
3. Did Respondent discharge employee Juan Torres because he engaged in union or other concerted protected activities and to discourage other employees from doing likewise?
4. Do the following classifications of employees constitute an appropriate unit within the meaning of Section 9(b) of the Act:
All full time and regular part-time elevator operators, storeroom specialists, spa attendants and facilities employees employed by the Employer at its facility located at 1500 Orange Avenue, Coronado, California?
5. Since December 18, 2003, has the Union been the exclusive collective-bargaining representative of the above-described unit employees?
6. Has Respondent, since December 31, 2003, failed and refused to recognize and bargain with the Union as the exclusive collective-bargaining representative of the above-described unit employees in violation of Section 8(a)(5) of the Act?

On the entire record⁴, including my observation of the demeanor of witnesses and after considering the briefs filed by the General Counsel, Respondent, and the *amicus curiae* brief of Charging Party/Petitioner, I make the following

³ At the hearing, Counsel for the General Counsel amended the Complaint as follows:

(1) alleged Eddie Jaramillo to be a banquet supervisor and a supervisor and agent of Respondent within the meaning of the Act, (2) alleged Respondent violated 8(a)(1) of the Act, through Eddie Ramirez, by informing employees of the futility of selecting the Union and (2) through Mark Braswell, by indicating to an employee that he was disciplined because of his protected activities. Respondent admitted the first allegation and denied the latter two.

⁴ Respondent and Counsel for the General Counsel's unopposed post-hearing motions to correct the transcript are granted. The motions and corrections are received as ALJ exhibits 1 and 2, respectively.

Findings of Facts

I. Jurisdiction

5 Since December 18, 2003, Respondent, a Delaware limited liability company, with a facility located in Coronado, California has been engaged in the operation of a hotel providing food and lodging (the Hotel).⁵ Based on a projection of its operations since December 18, 2003, Respondent will annually derive gross revenues in excess of \$500,000 and will annually purchase and receive goods valued in excess of \$50,000 at the hotel directly from points outside the State of California and from other enterprises located within the State of California, each of which will have received the goods directly from points outside the State of California. Respondent admits, and I find, it has at all relevant times been an employer engaged in commerce within the meaning of Section 2(2), (6), and (7) of the Act, and the Union is a labor organization within the meaning of Section 2(5) of the Act.

II. Alleged Unfair Labor Practices

A. Refusal to Recognize and Bargain

20 At relevant times prior to December 18, 2003, Destination Coronado Hotel, Inc., d/b/a Hotel del Coronado (Coronado) operated the Hotel. The Union and Coronado were parties to a collective-bargaining agreement for the term of September 1, 2000 through October 31, 2005, covering, *inter alia*, the Hotel's culinary, stewarding, dining, convention services, housekeeping, and banquet employees. On September 26, 2001, Coronado and the Union entered into a "Neutrality Agreement," which gave the Union, upon written notice, access to the Hotel's unrepresented employees in nonwork areas during nonwork times and provided for streamlined representation election procedures if the Union obtained a showing of interest.

30 On October 6, 2003, after an organizing campaign conducted under the provisions of the Neutrality Agreement, the Union filed a representation petition with the Board for a unit of Respondent's employees employed at the Hotel in the following classifications (the Unit):

35 All full-time and regular part-time elevator operators, storeroom specialists, spa attendants and facilities employees employed by Respondent at its facility located at 1500 Orange Avenue, Coronado, California.

40 On October 9, 2003 the Union and Coronado entered into a Stipulation for Certification upon Consent Election Agreement providing for a representation election in the Unit on October 30, 2003, which agreement the Regional Director of Region 21 approved on October 10, 2003. The Union won the October 30, 2003 election, and the Region certified the Union as the exclusive collective-bargaining representative of employees in the Unit on November 7, 2003.

45 On December 18, 2003, Respondent purchased the assets of Coronado. Respondent did not hire all of Coronado's employees and did not adopt the collective bargaining agreement between the Union and Coronado but set its own initial terms and conditions of employment. By

50 ⁵ Where not otherwise noted, the findings herein are based on the pleadings, the stipulations of counsel, and/or unchallenged credible evidence.

letter dated December 17, 2003, the Union demanded Respondent recognize it as the collective bargaining representative of employees in more than 90 classifications, including those in the Unit.

By letter dated December 31, 2003, Respondent recognized and offered to bargain with the Union as the collective bargaining representative of two units of employees previously covered by the terms of the 2000 through 2005 collective bargaining agreement between Coronado and the Union.⁶ Respondent said nothing about recognizing or bargaining with the Union regarding the Unit.

By letter to Respondent dated January 30, the Union sent a copy of the November 7, 2003 Certification of Representative of the Unit and stated in pertinent part:

...please be advised that we represent the following classifications:
Maintenance, Storeroom, Spa Attendants, and Elevator Operators (NLRB
Certification attached).

Your letter of December 31, 2003 failed to list these classifications as represented by the union. Please include [certain information] for these classifications also.

Respondent declined to recognize the Union as the representative of employees in the Unit and has continued to refuse to do so since December 31, 2003, taking the position that the Unit is inappropriate and that conduct by the Union and Coronado invalidated the October 30, 2003 representation election.

B. Alleged Independent 8(a)(1) Violations

At all relevant times, the following individuals were supervisors and agents of Respondent within the meaning of the Act in the following positions, which positions they had held when Coronado operated the Hotel:

Eddie Ramirez (Mr. Ramirez)	Banquet Manager
Toby Graff (Mr. Graff)	Banquet Manager ⁷
Michael Holst (Mr. Holst)	Banquet Manager
Mark Braswell (Mr. Braswell)	Banquet Manager ⁸
Matt Albert (Mr. Albert)	Banquet Manager
Eddie Jaramillo (Mr. Jaramillo)	Banquet Manager
Linda Contreras (Ms. Contreras)	Assistant Director
	Human Resources

Prior to Respondent's takeover, Brigitte Browning (Ms. Browning), organizer for the Union, prepared an employee petition (the employee petition), which was to be signed by the Hotel's employees and was intended to protest, *inter alia*, Respondent's failure to hire all of Coronado's employees. Ms. Browning gave copies of the petition to key employees, including Joel Martinez (Mr. Martinez), banquet server, for signature solicitation. Mr. Martinez collected

⁶ Respondent is currently in negotiations with the Union regarding the two units.

⁷ Mr. Graff left Respondent's employ in February 2004

⁸ Mr. Braswell left Respondent's employ in February 2004.

employee signatures on the employee petition during the week of December 18, 2003.⁹ According to employee Modesto Perez (Mr. Perez), one day, as Mr. Martinez discussed the employee petition with him at a table in the employee cafeteria, Mr. Ramirez stopped by them and looked at the petition, which lay on the table. Mr. Ramirez asked, "That is a union petition, right?" Saying he would tell Mr. Braswell so he could take action, Mr. Ramirez left. Mr. Ramirez denied ever seeing any petition or asking or commenting to any employee about one, and Mr. Braswell denied that Mr. Ramirez had ever told him of a petition. Because of inconsistency and vacillation in Mr. Ramirez' testimony, as set forth below, I do not credit his denial. I found Mr. Perez to be a forthright and reliable witness, and I find Mr. Ramirez made the statements Mr. Perez attributed to him.

The Union engaged in picketing and leafleting in front of the Hotel on December 18, 20, and 31, 2003, and January 19 in protest, *inter alia*, of Respondent's changes in terms of employment and refusal to hire all employees of Coronado. Some employees wore union buttons at work.

On about December 20, 2003, Mr. Ramirez walked past Joaquin Garcia (Mr. Garcia) in the banquet office, touched him on the shoulder and said, "Joaquin, no more union. Be careful."¹⁰ Mr. Ramirez denied making any such statement. I found Mr. Garcia to be clear and careful in his testimony. I note he was employed at the Hotel at the time of the hearing, and, as a current employee, his testimony adverse to Respondent is given against self-interest, a factor not to be regarded lightly. Moreover, he evinced no animosity toward either the company or his supervisors, and his manner and demeanor were convincing. I accept Mr. Garcia's accounts in this instance and in further testimony as set forth below.

Mr. Perez testified that on December 25, 2003, during his shift, he overheard Mr. Jaramillo say to Mr. Graff as they worked at the micros (credit card) machine, "Send home the picket line guy." According to Mr. Perez, Mr. Jaramillo made the statement in English. Mr. Perez, whose primary language is Spanish and who testified through an interpreter, demonstrated his ability to comprehend English. Mr. Graff and Mr. Jaramillo denied any such interchange. I credit Mr. Perez' testimony.

Mr. Garcia missed work during the Christmas 2003 holidays because of illness. According to Mr. Garcia, on January 10, he explained to Mr. Ramirez that when, prior to the holidays, he had been unable to reach a supervisor, he had followed the procedure of a decade and had notified security of his prospective absence. Mr. Ramirez told Mr. Garcia he would have to talk to Mr. Braswell about whether Mr. Garcia had made proper notification, and if not, some action would be taken against him because a union contract no longer existed, and the company could fire him. Mr. Ramirez said it was easier to fire someone since there was no union. On other occasions when Mr. Garcia asked why he was being scheduled fewer days although he had seniority, Mr. Ramirez told him, "No seniority, no union." On three or four other occasions, Mr. Ramirez told employees there was no union, and they should be careful not to do the wrong thing. Respondent points out that Respondent had recognized the Union for two

⁹ Respondent contends the failure of Counsel for the General Counsel or the Charging Party to introduce any such petition into evidence shows Mr. Martinez was never involved in circulating the petition. It is not necessary, however, to see the petition to accept evidence of its existence and circulation.

¹⁰ In his investigatory affidavit, Mr. Garcia recounted Mr. Ramirez' comment as follows: "You guys need to be careful because the Union isn't here anymore and that you guys can be fired for any mistake."

units of employees, including the one in which Mr. Garcia worked, and therefore, Mr. Garcia's testimony is inherently unreliable. I note Mr. Garcia testified Mr. Ramirez said the union contract no longer existed as well as saying there was no union, and I find it reasonable to infer that a declaration of "no union" was intended and was understood to mean no contract. I credit Mr. Garcia's testimony.

Mr. Garcia wore union buttons at work and engaged in picketing the Hotel on January 19. Two or three days later, Mr. Albert told Mr. Garcia, "You guys making too many [sic] noise outside. You guys better be careful because you know what happened with Jonathan [Juan Torres who was fired on January 14]." Mr. Albert denied making any such statement to Mr. Garcia. I credit Mr. Garcia's testimony.

C. Discharge of Juan Torres

Juan Torres (sometimes called "Jonathan" at the workplace and herein Mr. Torres), worked at the Hotel from 1986 until his discharge on January 14, as a barback, the duties of which are to prepare banquet bars for serving, i.e. assembling ice, glasses, beverages, etc. Respondent hired Mr. Torres when it purchased the Hotel. Mr. Torres' supervisors remained unchanged; his immediate supervisor after December 18, 2003 was Mr. Ramirez who reported to Mr. Braswell. Gabriel "Guinny" Zambrano (Mr. Zambrano) continued to serve as lead barback, the duties of which include posting work schedules and notifying employees of schedule changes.

Mr. Torres participated in picketing at the Hotel on December 18 and 20, 2003, during which time, he testified, he saw Mr. Ramirez and Mr. Graff watching the picketing from the second story window of the Grand Hall. Mr. Ramirez denied that he had seen any picketing at all at the Hotel until about two months prior to the hearing (sometime in May). Mr. Graff denied seeing Mr. Torres picketing. Mr. Ramirez' testimony that he never saw any picketing at the Hotel prior to May is so implausible that I cannot credit him. I find Respondent was aware Mr. Torres engaged in picketing the Hotel prior to his discharge.

Before Respondent's takeover of the Hotel, Coronado generated weekly work schedules for banquet employees. Banquet bartender and barback schedules were set out on a paper entitled "Banquet Server Weekly Schedule," a copy of which was available to each employee and also posted on Saturday afternoons. Each schedule covered the period of Monday through Sunday of each week and designated employee reporting time under columns marked "B, L, and D" for breakfast, lunch, and dinner, respectively. After December 18, 2003, Respondent changed the weekly work schedule period to begin on Saturday and end on Friday. Respondent posted a notice in several banquet office areas, which in pertinent part, read:

WORK WEEK SCHEDULE

Effective Immediately: 12/19/03

Due to new company policies the new work schedule begins on **Saturday** and ends on **Friday**.

Mr. Torres worked Saturday, December 20, 2003 but did not see the posted notice of the changed schedule period. He obtained a copy of the barback schedule posted for Monday, December 22, 2003 through Sunday, December 28, 2003, of the following week. The schedule was blank for all employees for the days of December 27 and 28, 2003 and showed no work

assignment for Mr. Torres at any time during that week. Respondent posted another schedule that reflected the changed scheduling period, Saturday, December 27, 2003 through January 2. The new schedule showed Mr. Torres scheduled as follows:

5	December 27, 2003	9 a.m. to 5 p.m.
	December 31, 2003	4 p.m. to midnight

Mr. Torres did not see the changed schedule and did not report to work on December 27, 2003. No one from the Hotel contacted Mr. Torres to tell him of any change in the schedule or that he was scheduled to work on December 27, 2003.

According to Mr. Braswell, Mr. Ramirez came to him the night of December 27, 2003 and told him Mr. Torres had not shown up for work. Mr. Braswell told Mr. Ramirez to document it. Mr. Ramirez did not fully corroborate Mr. Braswell's testimony. Although Mr. Ramirez testified he told Mr. Braswell that Mr. Torres was a no call/no show that night, he testified Mr. Braswell made no response. A Disciplinary Action Form was created for Mr. Torres, which Mr. Braswell said he signed and forwarded to Human Resources and which reads in pertinent part:

20	Date written: 12-29-03
	Date of Incident: 12-27-03
	...
	Incident Description: Juan was scheduled to work on 12-27-03.
	He did not call nor did he report to work as scheduled.
25	...
	Disciplinary action taken:
	...
	Final Written Warning
	...
30	Has employee received any prior warnings of any kind? ...NO

Mr. Torres denied Respondent ever gave him the above Disciplinary Action Form or that any supervisor ever spoke to him about missing the December 27 shift prior to his discharge, and there is no contrary evidence. According to Mr. Braswell, he was not involved in giving this written warning to Mr. Torres. When Mr. Ramirez was asked if he had given Mr. Torres the Disciplinary Action Form for no-call/no-show on December 27, 2003, his answer was as follows:

40	A There was a time – if we are – when he showed up to work, he had already gotten the no-call/no-show. Mark was still – that paperwork and then, after that, he presented that. I believe he did that job abandonment. I am not sure when all that took action. After that job abandonment, I know that Mark was going to take action, over it.
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Although it is unclear what Mr. Ramirez meant by this somewhat circumlocutory answer, it is obvious he did not give Mr. Torres the written warning. Further, Mr. Ramirez admitted he did not know if the written warning had been shown to Mr. Torres before January 14. Mr. Ramirez did testify, without further explication, that Mr. Torres "mentioned" to him he knew he was on schedule for December 27, 2003, but in light of the vague and inconsistent testimony regarding the warning, I cannot accept his assertion. I find, therefore that Respondent neither gave Mr. Torres any warning, oral or written, for not coming to work on December 27, 2003 nor even mentioned the matter to him prior to his discharge.

On December 28, 2003, Mr. Torres telephoned the Hotel to learn his schedule for the following week. He spoke to barback Gustavo Hernandez, who said he was scheduled to work December 31, 2003 at 4:00 p.m.

On December 30, 2003, Mr. Torres went to the Hotel to talk to Mr. Ramirez. He told Mr. Ramirez he needed more hours, that he had not been scheduled for even one day. According to Mr. Torres, Mr. Ramirez told him Mr. Braswell prepared the schedule, and Mr. Torres went to Mr. Braswell with his complaint. Mr. Braswell told him Mr. Ramirez made the schedule. Mr. Ramirez entered Mr. Braswell's office at that moment, and Mr. Torres told him in Spanish what Mr. Braswell had said. Mr. Ramirez answered in Spanish that both of them made out the schedule. Mr. Torres asked why Respondent was not giving him any hours. Mr. Ramirez said he could do as he pleased, as there was no union and no seniority, and that what Mr. Torres was doing was not helping him; it was not the right thing, and he should not use the buttons. Mr. Torres showed Mr. Ramirez Respondent's Hotel Del Coronado Associate Handbook, which had been given to employees and which stated seniority could be taken into account in scheduling.¹¹ Mr. Ramirez agreed it could. Mr. Torres told Mr. Ramirez he was going to talk to personnel. Mr. Ramirez essentially denied any such conversation although he testified he told Mr. Torres work assignments were based on performance. Although Mr. Ramirez observed Mr. Torres wearing a union button "all the time," he denied he said anything to him about it. I did not find Mr. Ramirez' to be a convincing witness. I found Mr. Torres to be earnest and careful in testifying and apparently candid. I accept his testimony in this regard.

Respondent's barback schedule for the first Saturday-through-Friday period in January showed Mr. Torres assigned to work on Monday, January 5, 11:00 a.m. to 7:00 p.m. On Sunday, January 4, Mr. Zambrano telephoned Mr. Torres and told him to start work on the following day, Monday, January 5, at 9:00 a.m. instead of 11:00 a.m. As directed, Mr. Torres reported to work at 9:00 a.m. on January 5 and worked until 4:30 p.m. At 4:30 p.m., Mr. Zambrano said the employees for the evening shift were already there, and the earlier shift employees could leave. According to Mr. Torres, it was not unusual for Mr. Zambrano to give such directions. Mr. Torres' time card shows he punched out at 4:30 p.m.¹²

Mr. Ramirez testified he had given Mr. Zambrano permission to leave early on January 5 but had given no such permission to Mr. Torres. According to Mr. Ramirez, he noticed Mr. Torres was gone at about 2:30 p.m.; he prepared a Disciplinary Action Form for Mr. Torres and submitted it to Mr. Braswell.¹³ Later, at Mr. Torres' next scheduled shift, Mr. Ramirez asked him about his absence. Mr. Torres told Mr. Ramirez that Mr. Zambrano had authorized his leaving early. According to Mr. Ramirez, he then asked Mr. Zambrano if he had authorized Mr. Torres to leave early, and Mr. Zambrano denied having done so. According to Mr. Ramirez, he told Mr. Braswell of Mr. Zambrano's response.

¹¹ The pertinent provision of the Associate Handbook reads:

SENIORITY

Classification seniority, which is the length of time an employee has held their current position...may be taken into consideration for purposes of scheduling...

¹² Having reported to work at 9:00 a.m., presumably Mr. Torres' shift would have ended at 5:00 p.m. or 30 minutes after he left work.

¹³ Mr. Ramirez did not explain why he believed Mr. Torres was gone from work by 2:30 p.m. although Mr. Torres did not punch out until 4:30 p.m. I find this unexplained inconsistency a further reason to discredit Mr. Ramirez' testimony.

Mr. Braswell's testimony regarding Mr. Torres' leaving on January 5 was not fully consistent with that of Mr. Ramirez. Mr. Braswell testified Mr. Ramirez came to him on January 5 and told him, "Juan is gone." Mr. Braswell asked Mr. Ramirez to talk to Mr. Torres and find out what had happened. Mr. Ramirez "probably" reported back to him at Mr. Torres' next shift that Mr. Torres said Mr. Zambrano told him he could leave. Under cross-examination, Mr. Braswell testified Mr. Ramirez also told him Mr. Zambrano had admitted telling Mr. Torres he could leave early. The inconsistencies between Mr. Ramirez and Mr. Braswell's accounts further diminishes Mr. Ramirez' credibility.

Mr. Braswell assertedly found Mr. Torres' reason for leaving unacceptable. According to Mr. Braswell, sometime during the summer of 2003, a grievance resolution meeting between Coronado and the Union, attended by barbacks, including Mr. Torres, addressed Mr. Zambrano's authority to release employees from work early. Coronado and the Union agreed that Mr. Zambrano could release the barbacks for breaks but could not change employees' schedules, either to bring them in early or send them home early. Because of that background, Mr. Braswell concluded Mr. Torres left work without permission although he knew better. Mr. Braswell initially testified the grievance related to Mr. Torres' having left early. Under cross-examination, he was unsure whether the grievance concerned Mr. Torres. Mr. Graff testified the grievance was that of an employee named "Joaquin." The recollections of Mr. Braswell and Mr. Graff about the meeting were vague, and I conclude Mr. Braswell did not have a good-faith belief that the grievance related to Mr. Torres or even that he was present at the meeting.

Mr. Torres called in sick prior to his shift on Tuesday, January 6, and did not report to work again until January 10. When he did so, Mr. Ramirez gave him a written warning for having started and left work early on January 5. Mr. Torres protested that Mr. Zambrano had called him in early and had told him to leave early. Mr. Ramirez said that Mr. Zambrano could call Mr. Torres in early but had no authority to let him leave early. Mr. Torres denied he had ever before been told Mr. Zambrano had no authority to send him home early.

About a week later, after a discussion with Ms. Contreras and considering Mr. Torres' past performance issues, his no call/no show of December 27, and that he was still in his 90-day probation period, Mr. Braswell recommended Mr. Torres be terminated. Mr. Braswell denied any knowledge of Mr. Torres' involvement in union activities. Given Mr. Ramirez' observation that Mr. Torres wore a union button all the time, I cannot accept Mr. Braswell's denial of knowledge.

During Mr. Torres' scheduled shift on January 14, Mr. Ramirez called him to the banquet office and, with Mr. Holst present, fired him. Mr. Ramirez told Mr. Torres that Respondent no longer needed his services because he had not reported to work on two days and because he had left work early on January 5. When Mr. Torres asked what days he had missed, Mr. Ramirez did not answer. Mr. Torres told Mr. Ramirez what he was saying was untrue. He refused to sign the termination notice, which read, "Juan left work one hour early without informing his manager. Juan is aware he must have manager's authorization to leave his scheduled shift early." The notice further noted a prior warning for "No call no show on 12/27/04 [sic]."

According to Mr. Braswell, Respondent terminated Mr. Torres because he was no-call/no-show for a shift, left work early without permission, and had serious performance issues beginning prior to December 18, 2003. When asked to specify the issues, Mr. Braswell testified as follows:

A Just recall some—a big – Juan, also, had – would leave work early, in the past – has left work early, that type of thing, disappeared. We could not find him.

...

Q ...Were you relying on his performance before December 18th or after December 18th?

A It would be after, again. He would continue the same – the same –

Specifically, Mr. Braswell recalled that on New Year's Eve, he and Mr. Ramirez tried unsuccessfully to reach Mr. Torres by radio during his shift when work was "real busy." Mr. Braswell helped Mr. Ramirez look for Mr. Torres because he was "responsible for the Department." Mr. Braswell and Mr. Ramirez found Mr. Torres talking to a bartender. When asked if he had said anything to Mr. Torres, Mr. Braswell testified:

A I let – Eddie [Ramirez] was with me and I let Eddie handle that.

Q And did Eddie say something to him?

A Yeah. He told him to get back to work – I did not hear him say that. So, I cannot really say. I am assuming that is what he told him because he answered the radio, from that point on.

Mr. Ramirez recounted an occasion on either Christmas or New Year when he looked for Mr. Torres who had been told to get wine buckets. While Mr. Ramirez said he found Mr. Torres talking to a bartender, he did not otherwise corroborate Mr. Braswell's account of hunting for a nonresponsive Mr. Torres. Mr. Ramirez said nothing about Mr. Braswell's participation in looking for Mr. Torres, and he testified Mr. Torres did, in fact, respond to Mr. Ramirez' radio calls with "10/4," meaning he would take care of the needed wine buckets. Further, according to Mr. Ramirez, upon finding Mr. Torres, he only said to the employee, "We have been waiting for the wine buckets." According to Mr. Ramirez, Mr. Torres pointed to another employee who was approaching with a cart of wine buckets. Mr. Ramirez did not, by his own account, dispute Mr. Torres' explanation that he had been doing something else but only reproached him for not calling if he needed help. Respondent issued no written discipline to Mr. Torres for dereliction of duty on New Year's Eve or any other time, and Mr. Braswell admitted Mr. Torres' work performance was no different after the December 18 takeover than it had been prior thereto. On cross-examination, Mr. Ramirez initially testified Mr. Torres was the third worst barback he supervised and later testified he was the worst. Given Mr. Braswell and Mr. Ramirez' vague and inconsistent testimony regarding Mr. Torres' poor work performance or malingering, I conclude Respondent had no good faith complaint about Mr. Torres' work.

In spite of the assertedly well-known decree regarding Mr. Zambrano's lack of authority to release employees early, Mr. Braswell did not consider Mr. Zambrano's conduct to be an infraction of Respondent's rules. Respondent did not address Mr. Zambrano's role in Mr. Torres' leaving work early until March 19, more than two months after Mr. Torres' discharge, at which time Respondent issued Mr. Zambrano a written warning, signed *inter alia* by Mr. Ramirez, with the following incident description:

Management recently had knowledge that Guinny altered both his and another associate schedule without the approval of a banquet manager. He and the other associate swiped in and out earlier than their original scheduled time. This was not authorized by a banquet manager. Any changes to a schedule must always be approved by a banquet manager....

D. Discharge of Joel Martinez

Mr. Martinez worked at the Hotel from 1989 until his discharge on January 22. For the last five years of his employment, he worked as a banquet server. In that position, both before and after December 18, 2003, his supervisors were Mr. Braswell, Mr. Graff, Mr. Holst, and Mr. Jaramillo.

On December 14, 2003, Mr. Martinez collected signatures on the employee petition during his lunch break in the employee cafeteria. According to Mr. Martinez, as he held the employee petition and asked coworkers to sign it, Mr. Graff approached and stared at him. Mr. Graff shook his head in a gesture of disapproval but said nothing. Mr. Martinez put the petition away. Mr. Graff denied ever seeing Mr. Martinez circulate a petition or indicating disapproval of it. I found Mr. Martinez to be generally a forthright and sincere witness with a good recall and direct manner.¹⁴ For reasons set forth below, I found Mr. Graff's testimony to be sometimes equivocal and/or inconsistent. Therefore, I credit Mr. Martinez' account of this incident.

On the same day, December 14, 2003, Mr. Martinez was assigned to serve seven to eight tables at the Crown Room buffet as a member of a team that also included server, Florence Hatfield (Ms. Hatfield)¹⁵ and dining room attendant (also called busboy or DRA, and herein called DRA) Zeferino Cortez (Mr. Cortez). During the shift, host Antony Castillo assigned Mr. Martinez' team to serve at a big table in the Coronet room that accommodated large parties. Mr. Martinez testified Ms. Hatfield and Mr. Cortez served the large table; Mr. Martinez only presented the bill. Later that day, Mr. Graff called him to a storage area and told him he was suspended for the next Sunday brunch because he had "stolen" a table from a coworker and also because he had been collecting signatures that morning. (A server steals a table when he/she serves at an unassigned table, thereby obtaining the table's tip.) Mr. Martinez denied having stolen any table. Mr. Graff testified that server, Don Smith, complained to him of Mr. Martinez' stealing one of his tables. Mr. Graff observed Mr. Martinez working the table pointed out by Don Smith and then went and spoke with Mr. Braswell about the situation. Mr. Graff testified that he investigated the accusation before going to Mr. Braswell, but I cannot accept his testimony. Under cross-examination, Mr. Graff initially testified he knew the subject table was Mr. Smith's and not Mr. Martinez' essentially because Mr. Smith, whom he respected, had told him so. When questioned if he had asked Armando, the seating host, whether he had assigned the table to Mr. Smith or to Mr. Martinez, Mr. Graff first answered, "No," then contradicting himself, testified, "I asked. I never question Armando's decision but I did ask Armando, was it Don's? He goes, yes." Because of his initial failure to mention any inquiry of Armando and his manner and demeanor in later claiming to have done so, I find Mr. Graff made no genuine investigation before taking the table-stealing complaint to Mr. Braswell.

¹⁴ Although this incident occurred prior to Respondent's purchase of the Hotel assets and is not attributable to Respondent, since Respondent employed Mr. Graff as a supervisor, it may serve to demonstrate animus.

¹⁵ In his testimony, Mr. Braswell referred to an employee named Florence "Henderson," but the record suggests Florence Hatfield and Florence Henderson are one and the same. I have referred to that employee as Ms. Hatfield herein.

According to Mr. Braswell, upon receiving Mr. Graff's report of table-stealing, he instructed Mr. Graff to assign Mr. Martinez as a DRA for three public dining shifts (since DRAs did not work banquets) to let him address his performance problems.¹⁶ Mr. Braswell said demotion to DRA was a common disciplinary practice at the Hotel for performance problems.

5 Mr. Graff testified he told Mr. Martinez he would be assigned as a DRA for the next three public dining shifts, which would have been the Sunday brunch on December 21, 2003, the Christmas Eve holiday event on December 24, 2003, and the Christmas holiday event on December 25, 2003. I cannot accept Mr. Braswell or Mr. Graff's accounts. I note Respondent failed to investigate the allegation of table-stealing and jumped directly to discipline with inexplicable

10 haste. Respondent also failed to present any corroborating employee witness to the table-stealing incident or explain its failure to do so. Further, although Mr. Braswell claimed Mr. Martinez had stolen tables on several occasions in the past, the last occurring in October or November 2003, there is no evidence Mr. Martinez was ever disciplined for doing so; Mr. Martinez testified without contradiction that he had never, before December 2003, been

15 demoted to DRA. I accept, therefore, Mr. Martinez' version of his interchange with Mr. Graff, although as noted below, Mr. Martinez was not suspended for the following Sunday brunch.

On an afternoon in the latter part of December 2003, probably December 20,¹⁷ Mr. Martinez again collected signatures on the employee petition in the cafeteria. Mr. Ramirez

20 who was walking across the cafeteria stopped next to Mr. Martinez as he was asking coworkers to sign and said, "You guys collecting signatures for the union, right?" The employees did not answer, and Mr. Ramirez said that he would tell Mr. Braswell and Mr. Jaramillo, who were supervising that day. Mr. Martinez put the petition away for the rest of the day. Later, Mr. Martinez joined the union picket line from which he observed Mr. Graff and Mr. Jaramillo at

25 a smoking area outside the main kitchen. As Mr. Martinez passed in front of them, both shook their heads in gestures of disapproval. Mr. Jaramillo denied ever seeing Mr. Martinez picketing. Mr. Martinez worked as a server that night without incident. I credit Mr. Martinez' account of the incidents.

30 There is testimonial confusion regarding whether Mr. Martinez worked on December 21, 2003. Mr. Martinez testified he did not work, maintaining he was suspended on that date, but Respondent's records show the following for Mr. Martinez' work hours of December 20 through 25, 2003:

Date	Clock In	Clock Out	Position Code
December 20	3:00 p.m.	11:00 p.m.	855 (server)
December 21	7:00 a.m.	3:30 p.m.	198 (DRA)
December 24	3:00 p.m.	10:15 p.m.	855
December 25	8:30 a.m.	10:06 a.m.	855
	10:36 a.m.	noon	198 ¹⁸

¹⁶ Banquet servers worked during banquets and public dining events, the latter of which are Sunday brunch and holiday buffets.

¹⁷ Although Mr. Martinez testified this incident occurred on December 18, 2003, his time card shows he was mistaken. Respondent argues that Mr. Martinez' mistake about the date proves he did not picket, but it is reasonable to infer Mr. Martinez merely confused the date.

¹⁸ No explanation was given as to why this apparently inaccurate code appears on Mr. Martinez' time card for this time and date.

I find Mr. Martinez worked the Sunday brunch on December 21, 2003, as a DRA.¹⁹ According to Mr. Martinez, when he arrived at work, Mr. Graff said he was to work as a DRA. Mr. Martinez, who had not worked as a DRA for five years, asked why, and Mr. Graff said, "You have to learn not to picket."²⁰ Although Mr. Martinez testified this exchange occurred on
 5 December 24, 2003, since Respondent's records show Mr. Martinez worked on that date as a server, the recounted exchange with Mr. Graff could not have occurred then. It is reasonable to infer that Mr. Martinez may have confused what occurred on December 24, 2003 with what occurred on December 21, 2003. I do not find his confusion with dates affects his credibility.

10 Mr. Martinez was scheduled to work as a server in the ballroom on December 25, 2003 and arrived at work at about 10:00 a.m. After Mr. Martinez worked as a server for about one and a half hours in the ballroom, Mr. Jaramillo sent him and his serving partner, Adam Nichols (Mr. Nichols), to the Crown Room, which opened at noon, saying Mr. Graff needed servers there. According to Mr. Graff, "I had a station I had to expand. I had one huge station but with
 15 two people. It was a monster station...so, I took that station and made it reasonable, and that was the station [Mr. Nichols and Mr. Martinez] got."

When Mr. Martinez reported to the Crown Room a few minutes before noon, Mr. Graff assigned him and Mr. Nichols to a station of five tables while other servers were assigned more.
 20 Mr. Nichols asked Mr. Graff if the small station was meant as a punishment. Although Mr. Martinez was not happy about the assignment, he did not complain.

According to Mr. Graff, he went to Mr. Martinez and apologized for the smallness of his assigned station. Mr. Graff testified he knew Mr. Martinez was upset about the station because
 25 he "gave a hand gesture, like what is this?" Mr. Graff testified Mr. Martinez said he would rather go home. Mr. Graff ascertained from Mr. Nichols that he could handle the station by himself and then spoke to Mr. Braswell, telling him he intended to give Mr. Martinez a choice of staying or leaving. Mr. Braswell said he had no problem with that. Mr. Graff wanted to have someone with him when he talked to Mr. Martinez because he believed Mr. Martinez was angry about the
 30 situation. Taking Martina Ewing, banquet manager, with him, Mr. Graff approached Mr. Martinez and told him Mr. Nichols could handle the station, and if Mr. Martinez liked he could go home. Mr. Martinez shook Mr. Graff's hand and thanked him. Mr. Graff told him to enjoy his Christmas with his family, and Mr. Martinez clocked out. Martina Ewing, called as a witness, did not recall any such conversation, although she testified she would have recalled a
 35 situation in which a supervisor suspended an employee and ordered him to go home.

Mr. Martinez' testimony differed from Mr. Graff's. According to Mr. Martinez, at about 12:30 p.m., Mr. Graff led Mr. Martinez' to the [time clock] and said, "Check out, go home, Merry Christmas." On direct examination, Mr. Martinez testified he asked why he was being sent
 40 home, and Mr. Graff said, "You got to learn the lesson not to be on the picket line." Under cross-examination, Mr. Martinez recounted his December 25 exchange with Mr. Graff somewhat differently:

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¹⁹ As a DRA, Mr. Martinez assisted servers and received only 15% of the tip pool, the remaining going to the servers.

50 ²⁰ Under cross-examination, Mr. Martinez added that Mr. Graff also said his demotion was for collecting signatures.

Q BY MR. WAKEFIELD: As best as you can recall, what was it that Toby said to you, at the time you left?

A Check out, go home, Merry Christmas and I asked him why? He said, go home, Merry Christmas.

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With regard to the interchange between Mr. Martinez and Mr. Graff on December 25, 2003, there are factors that weigh against the credibility of both participants. Mr. Martinez' direct and cross-examination versions of Mr. Graff's statements are inconsistent, and I find that troubling. Mr. Graff's account suffers from inherent incongruity. His testimony that he believed Mr. Martinez was angry at the smallness of the station he was assigned in the Crown Room is implausible. From Mr. Graff's description, Mr. Martinez' hand gesture could not have produced any rational belief that Mr. Martinez was angry. Indeed, according to Mr. Graff, Mr. Nichols was far more open than Mr. Martinez about his displeasure, asking if the assignment was a punishment, and yet Mr. Graff did not, apparently, conclude he was angry. Mr. Graff claimed Mr. Martinez said he would rather go home than work the shift, and yet when Mr. Graff approached him to tell him he could do just that, Mr. Graff assertedly felt the need to take another manager (who, incidentally recalls no such event) to beard the allegedly angry Mr. Martinez. Further, Mr. Graff's assertion that Respondent did not need Mr. Martinez' services that day is inconsistent with his testimony that holiday dining events were "a lot of work," and "crazy," "revolving door" occasions, when Mr. Braswell did not send any employee home.²¹ All circumstances considered, I conclude Mr. Martinez' failure to repeat fully in cross-examination what he had testified to in direct, does not vitiate his direct testimony. I find the inconsistency is more likely the product of nerves than of mendacity. Further, I found Mr. Graff's testimony to be unreliable and his manner and demeanor unprepossessing. Accordingly, I give weight to Mr. Martinez' direct testimony.

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Friday, January 2, was Respondent's biweekly payday. Mr. Martinez, who was not scheduled to work, went in to pick up his paycheck. Seeing Mr. Holst, Mr. Martinez asked him why he was not being given work although he was available morning, noon, and night. Mr. Holst said, "You have to learn the lesson to not to be in the picket line." Mr. Holst recalled the conversation but denied he said anything about the picket line. Rather, he said he told Mr. Martinez that Respondent assigned full-time shifts based on performance. Mr. Holst denied knowing Mr. Martinez had picketed. I accept Mr. Martinez' testimony.

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On January 9, Mr. Martinez reported for work at about 8:20 a.m., not knowing the 9:30 a.m. event for which he was scheduled had been cancelled. According to Mr. Martinez, after he had changed into his uniform, secretary Rosemary Castillo (Ms. Castillo) told him the event had been cancelled, that she had been unable to reach him by telephone to tell him, but that there was a chance the hotel might need servers for the afternoon or evening. Ms. Castillo testified she told Mr. Martinez it was a good thing he had shown up because the Hotel was going to use him to do side duty work. According to both Mr. Jaramillo and Ms. Castillo, Mr. Jaramillo told Mr. Martinez he was to roll silverware into napkins (called roll ups). In his direct testimony, Mr. Martinez denied anyone had told him there was work for him to do on January 9 or that Mr. Jaramillo had told him to roll silverware. Under cross examination, however, Mr. Martinez said it was possible he had later admitted to Mr. Braswell that he had

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²¹ The General Counsel points out that many servers worked overtime that day, but, as Respondent counters, that relates to how long the brunch ran that day and not to whether more servers were needed.

been told to do roll ups. I find Mr. Jaramillo did, in fact, tell Mr. Martinez he was to perform side work that morning.

5 After Mr. Martinez learned the event had been cancelled, he went to Human Resources and talked to Ms. Contreras about his concern that his supervisors wanted to fire him. According to Mr. Martinez, he did not tell Ms. Contreras about supervisor statements to him concerning his picketing or signature collection because he feared she would report the accusations to Mr. Braswell, and he would be fired on the spot. Although he sought her help, Mr. Martinez felt the less he told Human Resources the better, as there was no union protection. 10 Ms. Contreras testified that Mr. Martinez told her Mr. Graff had falsely accused him of stealing tables and that union steward, Michael Donaldson (Mr. Donaldson) had told him to be careful because management was out to fire him. Ms. Contreras reported the conversation to Mr. Braswell, who was shocked about Mr. Donaldson's reported statement.

15 After talking to Ms. Contreras, Mr. Martinez changed back into his street clothes and instead of going to the banquet office to do silverware roll ups, left the hotel. On his way to the parking lot, he passed by Mssrs. Graff, Jaramillo, and Holst in the smoking area. According to Mr. Martinez, he neither spoke to them nor they to him. According to Mssrs. Holst, Graff, and Jaramillo, Mr. Martinez appeared to be trying to avoid their notice and ignored them when they 20 called to him.

Mr. Braswell testified that Mr. Holst reported Mr. Martinez' leaving on January 9, and after contacting other managers, Mr. Braswell discovered no one had authorized Mr. Martinez to leave work. Thereafter, Mr. Braswell "wanted to meet with the managers that saw 25 [Mr. Martinez] leaving and ask what they saw and have them give me something in writing, as to what they had seen."

Mr. Martinez worked on January 10 and 11. On January 12, Ms. Castillo telephoned Mr. Martinez to ask if he could work a shift that day, which he was unable to do. During that 30 time, no manager said anything to him about his having left work on January 9.

On January 12, Mr. Holst emailed a statement regarding the events of January 9 to Mssrs: Graff, Jaramillo, and Ramirez, with a copy to Mr. Braswell. The email read, in pertinent part, as follows:

35 Subject: Joel Martinez

The following is my statement of what took place on January 8th and 9th of 2004.

...

40 On Friday, the 9th, Joel showed up for the 9:30 am cancelled shift. Eddie Jaramillo informed Joel of the cancelled function and that he needed to stay and roll silverware for a function later that night. Joel then went to the cafeteria.

45 Around 10:00 am Toby Graff, Eddie Jaramillo, and myself were outside by the "high-noon" smoking area. I noticed Joel and Alfredo Gonzalez walking out from the employee entrance. When I looked again it was just Alfredo walking by himself. I then noticed Joel walking behind the convention services tents, cutting through to his vehicle. Eddie Jaramillo and I both tried to get Joel's attention from across the parking lot. When we asked Joel where he was going, Joel stopped from getting in the vehicle and looked over at us, then proceeded to climb into his vehicle and left for the day.

Mr. Holst emailed his statement a second time to Mr. Jaramillo on Wednesday, January 14,²² and about 20 minutes later, Mr. Jaramillo emailed his statement to Mr. Braswell, which read as follows:

5 On 1-9-04 Joel showed up to the office for his 10 am shift. I reminded him that due to the cancellation of the event, we had called and cancelled a lot of the associates but we need to help do 302 roll-ups for an evening event. Rosmary [sic] was also in the office and she also told Joel what he was doing that day. Joel disappeared for about 40 minutes so we thought he was down in
10 the cafeteria waiting for his 10 am shift. Michael, Toby and myself were outside near the tent, when Michael saw Alfredo Gonzales coming out threw [sic] security with Joel Martinez. When Joel saw Mike he stopped and walked threw [sic] the backside of the tent where he proceeded to go to his car. Mike called for him and that's when Joel looked at Mike and got into his car and went home.

15 Mssrs. Graff, Jaramillo, and Holst testified in essential conformity to the information contained in the emailed statements. Mr. Martinez testified he walked by the supervisors as he left the Hotel on January 9, but they said nothing to him and he said nothing to them. Because, as noted above, I have reservations about the credibility of
20 these supervisors and because of what appears to be Mr. Holst and Mr. Jaramillo's orchestration of evidence regarding Mr. Martinez' leaving the Hotel, I accept Mr. Martinez' testimony.

 On the next payday, January 16, Mr. Martinez went to the hotel to get his
25 paycheck and to check his schedule. While at the hotel, he asked to talk to Mr. Braswell, as he wanted to find out why he was not being scheduled while others were working five to six days a week. Mr. Braswell took Mr. Martinez to his office where Mr. Graff was also present. According to Mr. Martinez, Mr. Braswell told Mr. Martinez to sit down and held up three papers, telling him he had three warnings: he had not shown
30 up for work on January 9 and January 11. Mr. Martinez said he had worked on January 11, and he reminded Mr. Braswell that they had made the dessert table together, to which Mr. Braswell agreed. Mr. Martinez said the event on January 9 had been cancelled. Mr. Braswell told Mr. Martinez that although the event had been cancelled, Mr. Martinez had been told to stay and do silverware rollups, but he had left
35 without doing them. I accept Mr. Martinez' account.

 According to Mr. Braswell, he also asked Mr. Martinez whether Mr. Donaldson had told Mr. Martinez to watch out because Respondent was trying to get rid of him.²³ Mr. Braswell said Mr. Martinez denied ever making such an accusation to Ms. Contreras.

40 Mr. Braswell told Mr. Martinez that every employee at the Hotel had a brand new slate, that all disciplinary documentation from the previous owner was gone, that he was very disappointed in Mr. Martinez, and that he had not expected [such conduct] from him.

45 ²² Mr. Holst testified he did not know why he twice emailed his statement to Mr. Jaramillo, that maybe it was because Mr. Jaramillo did not know how to put together a statement. I find it is reasonable to infer that Mr. Holst wanted to ensure his and Mr. Jaramillo's statements matched.

50 ²³ Mr. Braswell testified that after Ms. Contreras reported to him what Mr. Martinez' had said about Mr. Donaldson, Mr. Braswell had asked Mr. Donaldson about the alleged conversation, and Mr. Donaldson had denied making such a statement.

Mr. Braswell said the matter was a serious problem, and he was going to suspend Mr. Martinez for three days. According to Mr. Martinez, he asked Mr. Graff to leave so he could talk to Mr. Braswell alone to make things clear.²⁴ When Mr. Graff left the room, Mr. Martinez asked Mr. Braswell to consider his family situation: a wife and four children, and his fifteen-year work history with the Hotel. Mr. Braswell told Mr. Martinez he would have time to think about what he was doing and to learn not to be on the picket line. Mr. Braswell denied making such a statement and denied knowing Mr. Martinez had picketed, saying he had encouraged the staff to picket prior to Respondent's takeover, as he was not in favor of the change. Assuming Mr. Braswell encouraged employees to picket before the takeover, by December 18, 2003 Mr. Braswell had accepted employment with Respondent, and it is reasonable to assume he did not then view picketing so benignly. After considering the testimony as a whole as well as manner and demeanor of the witnesses, I credit Mr. Martinez' account.

Mr. Braswell gave Mr. Martinez a Disciplinary Action Form dated January 14, which stated, "On Friday, 01/09/04, Joel Martinez abandoned his job by leaving without consent and without completing his duties assigned by management." The form stated Mr. Martinez was suspended from January 17 through January 22 with a recommendation for termination. The form indicated no "prior warnings of any kind" and noted that Mr. Martinez should call Human Resources on January 22. Mr. Martinez, feeling pressured and humiliated, signed the form without looking at it.

On January 22, Mr. Martinez returned to the hotel. He showed the Disciplinary Action Form he had received on January 16 to Ms. Contreras in Human Resources. She said she was sorry, but he was fired. Mr. Martinez protested the unfairness of Respondent's action and offered to take a lie detector test to show his supervisors were lying. Ms. Contreras said she would talk to her supervisor about it. Mr. Martinez heard nothing further from Respondent about his discharge.

At the hearing, Respondent offered evidence of numerous problems with Mr. Martinez' work prior to his discharge. According to Mr. Braswell, Mr. Martinez had a proclivity for stealing tables, one instance of which Mr. Braswell observed sometime in the latter part of 2003. Mr. Braswell also thought Mr. Martinez did not address his tables quickly enough. Further, there were several occasions when Mr. Martinez disappeared during his shift,²⁵ and a couple of occasions when Mr. Martinez untruthfully told Mr. Braswell he had permission to be away from his assigned banquet room. Mr. Graff testified that Mr. Martinez was the object of frequent table-stealing complaints from other servers and that no one liked to work with him because he was rude and uncooperative. Ms. Hatfield, according to Mr. Graff, was a server who complained about Mr. Martinez. I cannot accept Mr. Braswell or Mr. Graff's testimony in this regard. Mr. Braswell's description of Mr. Martinez as a problem employee is inconsistent with his having told Mr. Martinez at the January 16 discipline meeting that he was very disappointed in him, and he had not expected misconduct from him. Had Mr. Martinez, in fact, had such a troubled work history, Mr. Braswell would have been neither surprised nor disappointed.

²⁴ Mr. Graff denied Mr. Martinez asked him to leave or that he did so. I accept Mr. Martinez' testimony.

²⁵ In following testimony, Mr. Braswell said Mr. Martinez "would inevitably disappear" during banquet team assignments and named Ms. Hatfield as an employee who reported Mr. Martinez' absence.

Moreover, it is unlikely Respondent would have hired him.²⁶ As for Mr. Graff's testimony, it is likewise inconsistent with the facts. Mr. Graff claimed frequent table-stealing complaints were leveled at Mr. Martinez, but Respondent does not point out any previous counseling or discipline, including DRA duty, meted to Mr. Martinez. Ms. Hatfield, named by both Mr. Braswell and Mr. Graff as a corroborating source, did not testify.

E. Discipline of Other Employees

Disciplinary Action Forms received into evidence show Respondent issued discipline to banquet department employees during the relevant period as follows:

Initials of Employee	Date and Type of Discipline	Incident Description	Corrective Action Expected
JDE	1/17/04 written warning ²⁷	On 1/17/04 [JDE] was scheduled to work at 10 am. He no called or showed.	call 2 hours prior to the scheduled shift.
KP	1/20/04 written warning	No Call/ No Show on 1/19/04	
MM	3/28/04 written warning	M. was out of his work area from 9:10 –9:55. He did not have permission nor did he request to leave.	Inform manager when leaving the work area.
EC	1/22/04 verbal warning	E was assigned to set a coffee break along with another associate. The break included 3 urns and condiments, as well as to go cups. All equipment was there in a timely manner and the break took 2 hours to set. E should understand that assignments should be carried out in an efficient and timely manner. This created a hardship on remaining staff who were setting a lunch for 550 people.	
ED	12/29/03 final written warning ²⁸	E was scheduled to work on 12-27-03. E did not call nor report to work as scheduled.	Must call in 2 hours prior to scheduled shift if unable to work
RD	12/29/03 final written warning	R was scheduled to work on 12-28-03. R did not call nor report to work as scheduled.	Must call in 2 hours prior to scheduled shift if unable to work

²⁶ Although Mr. Braswell claimed to have had no input into Respondent's employee selection, it is inconceivable that Respondent, which did not hire all employees, would have hired blindly.

²⁷ JDE also failed to call or show on January 18 and 19, and Respondent terminated him.

²⁸ When ED was a no-call/no-show for the following day, December 28, 2003, Respondent terminated him.

	SAL	2/05/04 final written warning	S no called/no showed for scheduled shift on Thursday 2-05-04 at 4:30 p.m.	
5	AC	12/24/03 suspended, recommended for termination	A left the work place and did not return. A walked off the job on 12/24 without notifying Manager. ²⁹	
10	CV	1/27/03 suspension	...was not able to complete shift and refused the instructions from Security and walked off the job on 1/26...suspended pending investigation. ³⁰	

III. Discussion

A. Refusal to Recognize and Bargain

Respondent does not dispute that it is a successor to Coronado within the auspices of *NLRB v. Burns Security Services*, 406 U.S. 272 (1972). In its answer to the complaint, however, Respondent denied the appropriateness of the Unit, and in its posthearing brief, Respondent argued that an unlawful neutrality agreement and ensuing misconduct by the Union and Coronado led to the certification of an inappropriate "fictional" unit. David A. Hall, in his *amicus curiae* brief, argues that neutrality agreements are "bargaining to organize" schemes, in which employers agree to assist union organizing drives in exchange for favorable union treatment. Such, he argues, constitutes improper encouragement of union membership.

At the hearing, Respondent sought to introduce evidence that the Stipulation for Certification upon Consent Election Agreement entered into by the Union and Coronado on October 9, 2003, was, essentially, an unlawfully contrived accord, owing its existence to the parties' adherence to an unlawful neutrality agreement. Respondent also sought to adduce evidence to support its argument that the November 7, 2003 Certification of Representation of employees should not be given effect, and that the Unit is an inappropriate grouping of employees for purposes of collective bargaining. Respondent presented a comprehensive offer of proof.

In ruling on Respondent's offer of proof, I have considered that the Board encourages voluntary union recognition as a fundamental element of national labor policy. *Dana Corporation*, 341 NLRB No. 150, slip op. 3-4 (2004). The Board "seeks to balance the competing goals of effectuating free choice while promoting voluntary recognition and protecting the stability of collective-bargaining relationships." *Ford Center for the Performing Arts*, 328 NLRB 1 (1999). Moreover, the Board does not find neutrality agreements between employers and unions, per se, violate the Act. There is nothing in the neutrality agreement herein to suggest that Coronado agreed to union organizational tactics or procedures that in any way interfered with employees' free choice. Further, there is nothing in Respondent's offer of proof to show the likely existence of any evidence of fraud or collusion in either the negotiation of the neutrality agreement or the agreement to a consent election. Respondent's offer of proof does not allege any special circumstances that would require the Board to reexamine the decision made in the representation proceeding. Since Respondent's offer of proof failed to raise any

²⁹ AC had no prior warnings. It may be that AC self-terminated. Ms. Contreras testified that AC was no longer working at the Hotel because "[h]e walked off the job."

³⁰ Respondent later terminated CV.

representation issue properly litigable in this unfair labor practice proceeding, I rejected Respondent's offer of proof and declined to receive any testimony regarding the propriety of the neutrality agreement or the Consent Election Agreement.

5 As to the appropriateness of the Unit, the Board refuses to allow relitigation of unit appropriateness where the intent behind the parties' unit stipulation is clear and unambiguous even if the stipulated result differs from that which the Board would reach. *South Coast Hospice*, 333 NLRB 198 (2001); *Hampton Inn Suites*, 331 NLRB 238, 239 (2000); *Otis Hospital*, 219 NLRB 164, 165 (1975). As stated by the Board, "The initial question is 'whether the intent
10 of the parties is unambiguously manifested in the unit stipulation.'" *Southwest Gas Corp.*, 305 NLRB 542, fn. 6 (1991). If the objective intent of the parties is manifested, the Board gives effect to the agreement. [Citations omitted]." *G & K Services, Inc.*, 340 NLRB No. 103, at slip op. 2 (2003). See also *Genesis Health Ventures of West Virginia, L.P.*, 326 NLRB 1208 (1998) ("Where the parties' intent is clear and does not contravene any statutory provision or Board
15 policy, the Board holds the parties to their agreement. [Citation omitted]"); *Laidlaw Transit, Inc.*, 322 NLRB 895 (1997) (the Board will not examine extrinsic evidence to determine parties' intent if the unit description is in clear and unambiguous terms.)

20 Here, no ambiguity exists in the unit description, and the certification of representative is proper. Accordingly, as of November 7, 2003, the Union was the certified collective-bargaining representative of Coronado's employees in the Unit. Where, as here, Respondent, the successor employer, made a conscious decision to maintain generally the same business and to hire a majority of its employees from Coronado's work force, Respondent is obliged under Section 8(a)(5) of the Act to recognize and bargain with the collective-bargaining representative
25 of Coronado's employees in the Unit. Accordingly, I find Respondent violated Section 8(a)(5) of the Act by its refusal to recognize and bargain with the Union as the collective-bargaining representative of its employees in the Unit.

B. Independent violations of 8(a)(1) of the Act

30 Section 8(a)(1) of the Act provides that "It shall be an unfair labor practice for an employer...to interfere with, restrain or coerce employees in the exercise of the rights guaranteed in Section 7 [of the Act]." In considering communications from an employer to employees, the Board applies the "objective standard of whether the remark tends to interfere
35 with the free exercise of employee rights. The Board does not consider either the motivation behind the remark or its actual effect. *Miller Electric Pump and Plumbing*, 334 NLRB 824 (2001). Communications from an employer to employees that threaten reprisal for supporting a labor organization interfere with, restrain, or coerce employees as contemplated by Section 8(a)(1). *Manhattan Crowne Plaza Town Park Hotel Corp.*, 341 NLRB No. 90 (2004); *Grouse Mountain Lodge*, 333 NLRB 1322 fn. 2 (2001). The Board has also found violations of Section 8(a)(1) by
40 an employer's disparaging or undermining the union or its representatives. *Prudential Insurance Co. of America*, 317 NLRB 357 (1995); *Oster Specialty Products*, 315 NLRB 67 (1994). Employers, likewise, may violate Section 8(a)(1) by stating that an employee was disciplined or terminated for engaging in protected activities. *Baker Electric*, 317 NLRB 835 (1995).
45 Further, "an employer violates Section 8(a)(1) of the Act if its conduct may reasonably be said to have a tendency to interfere with the free exercise of employee rights. *Unbelievable, Inc.*, 323 NLRB 815, 816 (1997).

50 By the following conduct, the following supervisors of Respondent interfered with, restrained and/or coerced employees in violation of 8(a)(1) of the Act:

Eddie Ramirez:

On December 18, 2003, Mr. Ramirez threatened to report Mr. Martinez and coworkers to management because they were collecting signatures on an employee petition. Such is an implied threat of retaliation for engaging in protected activity.

On December 20, 2003, Mr. Ramirez told Mr. Garcia, "Joaquin, no more union. Be careful." On December 30, 2003, Mr. Ramirez told Mr. Torres he could schedule him as he pleased, as there was neither union nor seniority. On January 10, Mr. Ramirez told Mr. Garcia the same thing. On other occasions, Mr. Ramirez told other employees there was no union, and they should be careful not to do the wrong thing. In fact, there was a union on the scene; Respondent had recognized the Union as the representative of its banquet department and other employees. Mr. Ramirez' statement could only have been intended to portray the union as weak or ineffectual and to make clear that the employer alone was in control. The statements further signaled an intention to ignore the role of the Union as the representative of its employees and thereby warned employees of the futility of supporting the Union. Such communications restrain employees in the exercise of their right to support a union.

In the hearing of Mr. Perez, Mr. Ramirez told Mr. Jaramillo to "send home the picket line guy." The statement could reasonably be expected to create in the employee's mind a belief that another employee was being sent home because of his union activity. It is irrelevant that the supervisors may not have intended any employee to overhear the conversation. *Corporate Interiors, Inc.*, 340 NLRB No. 85, at slip op. 1-2 (2003).

On December 30, 2003, Mr. Ramirez told Mr. Torres what he was doing was not helping him, and he should not use the [union] buttons. The statement, especially when made in conjunction with a discussion of why Mr. Torres was not being scheduled for work, is an implied threat of retaliation for the protected activity of wearing union buttons. *Ark Las Vegas Restaurant*, 335 NLRB 1284, FN 1 (2001).

Toby Graff:

On December 21, 2003, Mr. Graff told Mr. Martinez he was being temporarily demoted to DRA to teach him not to picket. On December 25, 2003, Mr. Graff told Mr. Martinez he was sending him home from work early to teach him not to picket. Informing an employee that employment action has been taken for unlawful reasons is coercive.

Matt Albert:

On January 19, Mr. Albert told Mr. Garcia that picketing employees were "making too many [sic] noise outside," and warned, "You guys better be careful because you know what happened with Jonathan." The warning could only have referred to Mr. Torres, commonly known among employees as "Jonathan," whom Respondent had recently fired on January 14. The statement constituted a none-too-subtle threat of retaliatory discharge of employees who engaged in picketing.³¹

³¹ At the hearing, Respondent moved to dismiss paragraph 16(a) of the Complaint as no evidence was adduced that Mr. Albert unlawfully informed employees the Union was no longer at the Hotel. No such evidence appearing, I have dismissed that allegation herein.

Michael Holst

On January 2, Mr. Holst told Mr. Martinez that he was not being scheduled because he needed to learn not to picket.

Mark Braswell

On January 16, Mr. Braswell told Mr. Martinez that during his period of discipline, he would have time to think about what he was doing and learn not to picket. Mr. Braswell's statement clearly linked the imposed discipline to Mr. Martinez' protected activities and violates Section 8(a)(1) of the Act.

C. Violations of Section 8(a)(3) of the Act

The complaint alleges that Respondent violated the Section 8(a)(3) of the Act by the following conduct:

1. On December 21, 2003, temporarily demoting Mr. Martinez.
2. On December 25, 2003, suspending Mr. Martinez for the remainder of his shift.
3. On January 14, discharging Mr. Torres.
4. On January 16, suspending Mr. Martinez pending termination.
5. On January 22, discharging Mr. Martinez.

In each of the above actions, the pivotal question is whether unlawful consideration of the employees' union activities prompted Respondent to impose the discipline. For questions of motivation in employer discipline, the Board has set up analytical guidelines. Under the Board's decision in *Wright Line*,³² if the General Counsel's evidence supports a reasonable inference that protected concerted activity was a catalyzing factor in Respondent's actions, the General Counsel has made an initial showing of unlawful conduct.³³ The burden of proof then shifts to Respondent to establish persuasively by a preponderance³⁴ of the evidence that it would have made the same decision, even in the absence of union activity. *Avondale Industries, Inc.*, 329 NLRB 1064 (1999); *T&J Trucking Co.*, 316 NLRB 771 (1995). The burden shifts only if the General Counsel establishes that protected conduct was a "substantial or motivating factor in the employer's decision." *Budrovich Contracting Co.*, 331 NLRB 1333, 1333 (2000). Put another way, "the General Counsel must establish that the employees' protected conduct was, *in fact*, a motivating factor in the [employer's] decision." *Webco Industries*, 334 NLRB 608, fn. 3 (2001).

³² 251 NLRB 1083 (1980), enfd. 662 F. 2d 899 (1st Cir. 1981), cert. Denied 455 U.S. 989 (1982).

³³ "The General Counsel must establish four elements by a preponderance of the evidence. First, the General Counsel must show the existence of activity protected by the Act. Second, the General Counsel must prove that the respondent was aware that the employee had engaged in such activity. Third, the General Counsel must show that the alleged discriminatee suffered an adverse employment action. Fourth, the General Counsel must establish a motivational link, or nexus, between the employee's protected activity and the adverse employment action. [citation omitted]." *American Gardens Management Company*, 338 NLRB No. 76 at slip op. 2 (2002).

³⁴ A "preponderance" of evidence means that the proffered evidence must be sufficient to permit the conclusion that the proposed finding is more probable than not. McCormick Evidence, at 676-677 (1st ed. 1954).

The elements of discriminatory motivation are union activity, employer knowledge, and employer animus. *Farmer Bros. Co.*, 303 NLRB 638, 649 (1991). Here, these elements are clearly met for both Mr. Torres and Mr. Martinez, the former of whom engaged in the protected activities of picketing and wearing union buttons, the latter of whom engaged in the protected activities of picketing and collecting employee signatures on a work-related petition. Respondent was well aware of Mr. Torres' support for the Union it and disapproved of it as demonstrated by Mr. Ramirez' warning to Mr. Torres that he should not use the [union] buttons. Mr. Ramirez' warning to Mr. Torres that what he was doing was not helping him, could only have related to Mr. Torres' union activities, and demonstrated both knowledge and animosity. As for Mr. Martinez, Both Mr. Graff and Mr. Ramirez observed him collecting employee signatures, and Mr. Ramirez threatened to report him for it. When demoting Mr. Martinez to DRA on December 21, 2003 and sending him home early on December 25, 2003, Mr. Graff ascribed the actions to a desire to teach Mr. Martinez not to picket, as did Mr. Braswell when suspending/terminating Mr. Martinez.

In these circumstances, I find the General Counsel has made "an initial 'showing sufficient to support the inference that protected conduct was a motivating factor'" in Respondent's decision to discharge Mr. Torres and to demote, suspend, and discharge Mr. Martinez. *American Gardens Management Company*, 338 NLRB No. 76 at slip op. 2 (2002); *Tom Rice Buick, Pontiac & GMC Truck*, 334 NLRB 785, 786, fn. 6 (2001). This finding "does not mean that [any action, including] discharge was in fact 'unlawfully motivated.'" *American Gardens*, supra at slip op. 2. As the Board has noted, "The existence of protected activity, employer knowledge of the same, and animus...may not, standing alone, provide the causal nexus sufficient to conclude that the protected activity was a motivating factor for the adverse employment action." *Shearer's Foods, Inc.*, 340 NLRB No. 132, at slip op. 2, fn. 4 (2003); see also *American Gardens*, supra at slip op. 2. However, the General Counsel having met his initial burden, the burden of proof shifts to Respondent to show the personnel actions against Mr. Torres and Mr. Martinez would have (not just could have) occurred even in the absence of their union support. *Avondale Industries, Inc.*, supra at 1066.

Discharge of Juan Torres

Respondent contends it discharged Mr. Torres for (1) his failure to report to work on December 27, 2003, (2) poor performance, and (3) job abandonment on January 5. During the first week of Respondent's Hotel management, it changed the weekly banquet schedule period from Monday through Saturday to Saturday through Friday. Mr. Torres inadvertently failed to note the changed schedule and missed his scheduled shift on December 27, 2003. Respondent argues that Mr. Torres must have known he was scheduled to work on December 27, 2003, and its discharge of him for failing to work is nondiscriminatory. I have accepted Mr. Torres' assertion that he did not know he was scheduled to work on December 27, 2003, but even if I were to accept Respondent's contention that Mr. Torres knowingly missed a scheduled shift, I could not accept Respondent's claim that it fired him for that reason. As noted, Respondent never sought an explanation from Mr. Torres' for his missed shift or even mentioned the matter to him until January 14 when Mr. Ramirez cited the incident as one of the bases for discharge. The evidence thus clearly establishes that the first basis for Mr. Torres' discharge was either false or not relied upon and was consequently pretextual. *Golden State Foods Corp.*, 340 NLRB No. 56, slip op. 2 (2003).

The second basis, poor performance, is unsupported. As to poor performance generally, both Mr. Braswell and Mr. Ramirez were vague as noted above, and I cannot accept that either one considered Mr. Torres to be a poor worker. As for the specific example

Mr. Braswell and Mr. Ramirez gave of Mr. Torres' New Year's Eve failure to respond to Mr. Ramirez' radio calls, I have found both accounts to be vague, inconsistent, and unreliable as described above. I find Mr. Braswell and Mr. Ramirez either concocted or exaggerated an incident too minor to have warranted supervisory attention in order to bolster the discharge case against Mr. Torres. Such was pretextual.

Respondent's third charge against Mr. Torres of leaving early is also flawed. Although Mr. Ramirez claimed Mr. Zambrano had denied giving Mr. Torres permission to leave early, he told Mr. Braswell Mr. Zambrano had admitted giving permission. Although Mr. Braswell initially insisted Mr. Torres knew Mr. Zambrano had no authority to give such permission because Mr. Torres had earlier grieved a similar situation, later evidence established that Mr. Torres was not the grievant, and there is no reliable evidence that Mr. Torres knew Mr. Zambrano could not permit him to leave early. Although Respondent asserts that Mr. Zambrano wrongfully gave permission to Mr. Torres to leave early, there is no evidence Respondent so much as reprimanded Mr. Zambrano for having done so until Respondent issued him a written warning in March. By that time, the Union had filed unfair labor practices against Respondent, and, under all the circumstances, it is reasonable to infer that the written warning to Mr. Zambrano was another effort to bolster Respondent's defense. Such an inference is particularly warranted since the written warning issued to Mr. Zambrano also cited leaving work early on January 5 as an infraction although Mr. Ramirez, who signed the warning, testified he had given Mr. Zambrano permission to leave early that day. The contradictions and inconsistencies surrounding this charge against Mr. Torres show it was also pretextual.

In sum, Respondent has failed to meet its burden to show it would have discharged Mr. Torres notwithstanding his protected activities and its animus thereto. Accordingly, I find Respondent violated Section 8(a)(3) of the Act when it discharged Mr. Torres.

Demotion, Suspension, and Discharge of Joel Martinez

Respondent demoted Mr. Martinez to DRA for one shift on December 21, 2003. The burden having shifted to Respondent to show the demotion would have occurred even in the absence of Mr. Martinez' protected activities, Respondent must provide a persuasive rationale for the demotion. Although Respondent contends it demoted Mr. Martinez because he had stolen a table from another server, for the reasons noted above, I cannot accept that explanation. Since Respondent's asserted reason for demoting Mr. Martinez fails, Respondent has not met its burden of proof, and the General Counsel's evidence of unlawful motivation prevails. Accordingly, I find Respondent demoted Mr. Martinez to DRA on December 21, 2003 because of his union activities in violation of Section 8(a)(3) of the Act.

The General Counsel alleges Respondent unlawfully suspended Mr. Martinez on December 25, 2003 by sending him home early because of his union activities. As noted above, I have credited Mr. Martinez' testimony that Mr. Graff sent him home that day with an admonition to "learn the lesson not to be on the picket line." Mr. Graff's giving Mr. Martinez an unlawful reason for sending him home strongly evidences unlawful motivation. Moreover, for the reasons given earlier, I am unable to credit Mr. Graff's explanation for sending Mr. Martinez home. Accordingly, Respondent has not met its burden of proof, and the General Counsel's evidence of unlawful motivation prevails. I find Respondent temporarily suspended Mr. Martinez on December 25, 2003 in violation of Section 8(a)(3) of the Act.

The General Counsel alleges that Mr. Martinez' suspension of January 16 and his discharge of January 22 were discriminatory. Respondent contends it suspended and then discharged Mr. Martinez for two principal, nondiscriminatory reasons: (1) Mr. Martinez'

dishonesty in initially denying leaving work without permission and his dishonesty in claiming that a union steward, Mr. Donaldson, had said Respondent was trying to fire Mr. Martinez, (2) Mr. Martinez' abandoning his job on January 9.

As to Respondent's contention regarding dishonesty, I cannot conclude Respondent had any genuine concern about Mr. Martinez' alleged misrepresentation of a conversation with a union steward. Respondent made no reference to dishonesty on the January 16 Disciplinary Action Report issued to Mr. Martinez, and Respondent's focus on dishonesty appears to be very much an afterthought. I find Respondent's position to be weakened by asserting an invalid basis for discharge. As to the contention regarding initial false denial of leaving early, it is clear Respondent had made its suspension/termination decision before Mr. Martinez ever denied misconduct, and his denial cannot, therefore, have been a factor in the discipline.

Respondent's contention regarding job abandonment has more substance. As set forth above, I have found Mr. Martinez did, in fact, leave work on January 9, ignoring a supervisory directive to do silverware rollups. Counsel for the General Counsel argues the discharge was a suspiciously harsh consequence for leaving work, but I cannot agree. I find Mr. Martinez' intentional flouting of a work order could well constitute a legitimate basis for discharge. It is not for the Board to decide "whether a nondiscriminatory reason for discharging an employee is wise or well supported,"³⁵ and it is well established the Board "cannot substitute its judgment for that of the employer and decide what constitutes appropriate discipline."³⁶ Nonetheless, the Board's role is to ascertain whether an employer's proffered reasons for disciplinary action are the actual ones. *Ibid.* In determining Respondent's actual motivation for discharging Mr. Martinez, I have considered, as discussed below, Respondent's animus toward Mr. Martinez, its alleged bases for his final suspension and discharge, and its discipline of other employees.

It is clear Respondent bore considerable animus toward Mr. Martinez for his protected activities. However, the fact that an employer may desire to retaliate against employees or to curtail union activities does not, of itself, establish the illegality of a discharge. If an employee provides an employer with sufficient cause for dismissal by engaging in conduct that would, in any event, have resulted in termination, the fact the employer welcomes the opportunity does not render the discharge unlawful. *Avondale Industries, Inc.*, supra; *Klate Holt Company*, 161 NLRB 1606, 1612 (1966).

At the hearing, Respondent offered evidence of numerous problems with Mr. Martinez' work prior to his suspension/discharge as support for its action. According to Mr. Braswell, Mr. Martinez had a proclivity for stealing tables, one instance of which Mr. Braswell observed sometime in the latter part of 2003. Mr. Braswell also thought Mr. Martinez did not address his tables quickly enough and claimed Mr. Martinez "inevitably" disappeared during his shift. Mr. Braswell also complained that Mr. Martinez had, in the past, untruthfully told Mr. Braswell he had permission to be away from his assigned banquet room. Mr. Graff testified that Mr. Martinez was the object of frequent table-stealing complaints from other servers and that no one liked to work with him because he was rude and uncooperative. Both Mr. Graff and Mr. Braswell named Ms. Hatfield as a server who complained about Mr. Martinez. However, neither she nor any other disinterested party testified about Mr. Martinez' alleged misconduct. In fact, none of these complaints was substantiated, and none resulted in any discipline.

³⁵ *West Limited Corp.*, 330 NLRB 527, at fn. 5 (2000).

³⁶ *Detroit Paneling Systems, Inc.*, 330 NLRB 1170, 1171 fn. 6 (2000) and cases cited therein.

Moreover, if the described misconduct had in fact occurred, it was well before Respondent's takeover of the Hotel, and Mr. Braswell testified that employees hired by Respondent on December 18, 2003 had started with a new slate. I can only infer from Respondent's alleging past, unsubstantiated, and undisciplined misconduct as a basis for Mr. Martinez' discharge that Respondent, in preparing a defense against the instant charges, threw as many accusations against Mr. Martinez as it could conceive, hoping some of them would stick. Respondent's disingenuousness as to Mr. Martinez' past performance strongly suggests its motive in suspending Mr. Martinez on January 16 and discharging him on January 22 was unlawful.

In evaluating Respondent bases for discharging Mr. Martinez, I have also considered Respondent's discipline of other employees. There is no evidence of Respondent having dealt with any employee in the same situation as Mr. Martinez, i.e., reporting to work to find an assignment cancelled and leaving work without performing an alternate assignment. The disciplinary records in evidence for employees of the banquet department during the relevant period show that Respondent has issued written warnings to employees for not reporting to work as scheduled (no-call/no show). Employees who walk off the job have been dealt with more summarily: two employees, identified herein as AC and CV, walked off the job; both were suspended, and both were terminated. There is no evidence either had prior warnings. From this disciplinary evidence, it is apparent Respondent viewed employees' no-call/no-shows as less egregious than walking off the job. The former generated warnings, the latter terminations. The question is to which category Mr. Martinez' conduct on January 9 can be more closely analogized.

It might be argued that Mr. Martinez' conduct in failing to appear in the banquet office to roll up silverware as directed on January 9 was comparable to a no-call/no-show, i.e., Respondent gave Mr. Martinez an assignment, and he failed to show up for it, just as a no-show/no-call fails to appear for a scheduled shift. If that view were accepted, then the appropriate discipline, based on Respondent's past practice, would be a written warning. On the other hand, Mr. Martinez' conduct can arguably be compared to walking off the job, i.e., he appeared for work at the Hotel and, after being given an assignment, left the Hotel without permission and without carrying out the assignment. If that view were accepted, Respondent's past practice would decree discharge as the appropriate discipline.

Mr. Martinez' January 9 behavior is not clearly analogous to either no-show/no-call or walking-off-the-job conduct. While no-call/no-shows never appear at the Hotel to work their shifts, Mr. Martinez actually arrived at the Hotel, albeit not to roll up silverware, and then left contrary to supervisory direction. Respondent might reasonably regard this conduct as more insubordinate than simply not reporting to work. Neither, however, does walking-off-the-job clearly describe Mr. Martinez' behavior. There are significant differences between the misconduct of AC and CV, which resulted in their terminations, and that of Mr. Martinez. Mr. Martinez did not walk off the job during a regularly scheduled shift. Rather, he reported to work as scheduled to find his event had been cancelled. Mr. Jaramillo then directed Mr. Martinez to roll silverware, a job entirely different from the one he had been scheduled to perform and for which he reported to work. Mr. Martinez had not commenced any work for Respondent before leaving the Hotel; he had not even punched in. Given these facts, I cannot find Mr. Martinez' conduct comparable to either that of no-call/no-shows or that of employees who walk off the job, and I cannot use the discipline meted to them as a paradigm for Mr. Martinez' discipline. I do not, therefore, find that based on past disciplinary practice, Respondent would have discharged Mr. Martinez for his January 9 actions.

I have found Mr. Martinez intentionally did not comply with Mr. Jaramillo's January 9 direction to roll silverware but instead left the Hotel. I also find his doing so was grounds for discipline, perhaps even discharge. But the question is not whether Respondent could have discharged Mr. Martinez for his conduct but whether Respondent did, in fact, do so. In other words, Respondent's motive in discharging Mr. Martinez must be determined. In reaching my conclusion as to Respondent's motive, I have considered Respondent's witnesses' credibility deficiencies as detailed above, Respondent's unreliable cataloging of other alleged misconduct by Mr. Martinez, and Respondent's 8(a)(1) conduct. I have also considered that, in contrast to AC and CV's terminations, both of which were effected within a day of their walking off the job, Respondent engaged in inexplicable delay in suspending/terminating Mr. Martinez. Thus, Mr. Martinez worked on January 10 and 11, and was requested to work on January 12, without any supervisor mentioning the January 9 incident to him. Finally, I have credited Mr. Martinez' testimony that when alone with Mr. Braswell during the discipline meeting on January 16, Mr. Braswell told him the discipline would teach him not to picket. Mr. Braswell's statement clearly links the imposed discipline to Mr. Martinez' protected activities and provides compelling evidence of Respondent's unlawful motive.

In these circumstances, I find Respondent did not meet its burden of proving that it would have suspended and later terminated Mr. Martinez even in the absence of his protected activities. Accordingly, I find Respondent violated Section 8(a)(3) and (1) of the Act by suspending and terminating Mr. Martinez on January 16 and January 22, respectively.

Conclusions of Law

1. Respondent violated Section 8(a)(1) of the Act by

- (a) Impliedly threatening employees with retaliation for engaging in the protected activity of circulating and/or signing an employee petition regarding terms and conditions of employment.
- (b) Impliedly threatening employees with retaliation for engaging in the protected activity of wearing union buttons.
- (c) Restraining and coercing employees in the exercise of their Section 7 rights by portraying the Union, their collective-bargaining representative, as weak or ineffectual or conveying the impression that Respondent alone is in control of employees' terms and conditions of employment and thereby warning employees of the futility of supporting the Union.
- (d) Restraining and coercing employees in the exercise of their Section 7 rights by directing that an employee be sent home for engaging in protected activity.
- (e) Telling an employee he was temporarily demoted to teach him not to engage in the protected activity of picketing.
- (f) Telling an employee he was being sent home from work early to teach him not to engage in the protected activity of picketing.
- (g) Restraining and coercing employees in the exercise of their Section 7 rights by warning an employee that picketing employees were making too much noise outside.
- (h) Impliedly threatening retaliation for engaging in the protected activity of picketing by reminding an employee about the discharge of another employee.
- (i) Telling an employee that a suspension/termination would give him time to think about engaging in protected activity and teach him not to picket.

2. Respondent violated Section 8(a)(3) and (1) of the Act on January 14 by discriminatorily discharging Juan Torres.

3. Respondent violated Section 8(a)(3) and (1) of the Act on December 21, 2003, December 25, 2003, January 16, and January 22 by, respectively, discriminatorily demoting, discriminatorily temporarily suspending, suspending, and discharging Joel Martinez.
4. The following unit of Respondent's employees is appropriate for collective-bargaining purposes within the meaning of Section 9(b) of the Act:

All full-time and regular part-time elevator operators, storeroom specialists, spa attendants and facilities employees employed by Respondent at its facility located at 1500 Orange Avenue, Coronado, California.

5. The Union has been at all times since November 7, 2003, and is now, the exclusive bargaining representative of the employees in the above-described unit for the purposes of collective bargaining within the meaning of Section 9(a) of the Act.
6. Respondent has violated Section 8(a)(5) and (1) of the Act since December 31, 2003 by failing and refusing to recognize and bargain with the Union as the exclusive bargaining representative of its employees in the above-described unit.
7. The unfair labor practices set forth above affect commerce within the meaning of Section 8(a)(1), (3) and (5) and Section 2(6) and (7) of the Act.

Remedy

Having found that Respondent has engaged in certain unfair labor practices, I find it must be ordered to cease and desist and to take certain affirmative action designed to effectuate the policies of the Act.

Respondent having discriminatorily discharged Juan Torres and Joel Martinez, it must offer them reinstatement insofar as it has not already done so and make them whole for any loss of earnings and other benefits, computed on a quarterly basis from date of discharge to date of proper offer of reinstatement, less any net interim earnings, as prescribed in *F. W. Woolworth Co.*, 90 NLRB 289 (1950), plus interest as computed in *New Horizons for the Retarded*, 283 NLRB 1173 (1987). Respondent having discriminatorily demoted and suspended Joel Martinez, it must make him whole for any loss of earnings and other benefits suffered as a result thereof. The recommended Order will also provide that Respondent bargain in good faith with the Union as the exclusive collective bargaining representative of the above-described unit.

On these findings of fact and conclusions of law and on the entire record, I issue the following recommended³⁷

ORDER

Respondent, KSL DC Management, LLC d/b/a Hotel del Coronado its officers, agents, successors, and assigns, shall

³⁷ If no exceptions are filed as provided by Sec. 102.46 of the Board's Rules and Regulations, the findings, conclusions, and recommended Order shall, as provided in Sec. 102.48 of the Rules, be adopted by the Board and all objections to them shall be deemed waived for all purposes.

1. Cease and desist from

- (a) Failing and refusing to recognize and bargain with the Union as the exclusive bargaining representative of its employees in the above-described unit.
- (b) Demoting, suspending, or discharging any employee for engaging in union or other concerted protected activities.
- (c) Impliedly threatening employees with retaliation for engaging in the protected activity of circulating and/or signing an employee petition regarding terms and conditions of employment.
- (d) Impliedly threatening employees with retaliation for engaging in the protected activity of wearing union buttons.
- (e) Restraining and coercing employees in the exercise of their Section 7 rights by portraying the Union, their collective-bargaining representative, as weak or ineffectual or conveying the impression that Respondent alone is in control of employees' terms and conditions of employment and thereby warning employees of the futility of supporting the Union.
- (f) Restraining and coercing employees in the exercise of their Section 7 rights by directing that an employee be sent home for engaging in union or other concerted protected activity.
- (g) Restraining and coercing employees in the exercise of their Section 7 rights by telling employees they are being disciplined to discourage their protected activities.
- (h) Restraining and coercing employees in the exercise of their Section 7 rights by warning that picketing employees are making too much noise.
- (i) Impliedly threatening retaliation for engaging in the protected activity of picketing by reminding an employee about the discharge of another employee.
- (j) Telling an employee that a suspension/termination would give him time to think about engaging in protected activity and teach him not to picket.
- (k) In any like or related manner interfering with, restraining, or coercing employees in the exercise of the rights guaranteed them by Section 7 of the Act.

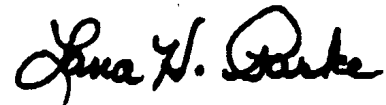
2. Take the following affirmative action necessary to effectuate the policies of the Act:

- (a) On request, bargain with the Hotel Employees and Restaurant Employees International Union, Local 30, AFL-CIO, CLC as the exclusive representative of the employees in the following appropriate unit concerning terms and conditions of employment and, if an understanding is reached, embody the understanding in a signed agreement:
 All full-time and regular part-time elevator operators, storeroom specialists, spa attendants and facilities employees employed by Respondent at its facility located at 1500 Orange Avenue, Coronado, California.
- (b) Within 14 days from the date of this Order, insofar as it has not already done so, offer Juan Torres and Joel Martinez full reinstatement to their former jobs or, if those jobs no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed.
- (c) Make Juan Torres and Joel Martinez whole for any loss of earnings and other benefits suffered as a result of the discrimination against them in the manner set forth in the remedy section of the decision.
- (d) Expunge from its files any reference to the unlawful discharges or other discipline of Juan Torres and Joel Martinez and thereafter notify them in writing that this has been done and that the discharges will not be used against them in any way.

- (e) Preserve and, within 14 days of a request, or such additional time as the Regional Director may allow for good cause shown, provide at a reasonable place designated by the Board or its agents, all payroll records, social security payment records, timecards, personnel records and reports, and all other records, including an electronic copy of such records if stored in electronic form, necessary to analyze the amount of backpay due under the terms of this Order.
- (f) Within 14 days after service by the Region, post at its hotel in Coronado, California copies (in English and Spanish) of the attached notice marked "Appendix."³⁸ Copies of the notice, on forms provided by the Regional Director for Region 21 after being signed by Respondent's authorized representative, shall be posted by Respondent immediately upon receipt and maintained for 60 consecutive days in conspicuous places including all places where notices to employees are customarily posted. Reasonable steps shall be taken by Respondent to ensure that the notices are not altered, defaced, or covered by any other material. In the event that, during the pendency of these proceedings, Respondent has gone out of business or closed the facility involved in these proceedings, Respondent shall duplicate and mail, at its own expense, a copy of the notice to all current employees and former employees employed by Respondent at any time since December 18, 2003.
- (g) Within 21 days after service by the Region, file with the Regional Director a sworn certification of a responsible official on a form provided by the Region attesting to the steps that Respondent has taken to comply.

IT IS FURTHER ORDERED that the complaint is dismissed insofar as it alleges violations of the Act not specifically found.

Dated, at San Francisco, CA: September 13, 2004



Lana H. Parke
Administrative Law Judge

³⁸ If this Order is enforced by a Judgment of the United States Court of Appeals, the words in the notice reading "POSTED BY ORDER OF THE NATIONAL LABOR RELATIONS BOARD" shall read "POSTED PURSUANT TO A JUDGMENT OF THE UNITED STATES COURT OF APPEALS ENFORCING AN ORDER OF THE NATIONAL LABOR RELATIONS BOARD."

APPENDIX
NOTICE TO EMPLOYEES

Posted by Order of the
National Labor Relations Board
An Agency of the United States Government

The National Labor Relations Board has found that we violated Federal labor law and has ordered us to post and obey this notice.

FEDERAL LAW GIVES YOU THE RIGHT TO

- Form, join, or assist a union
- Choose representatives to bargain with us on your behalf
- Act together with other employees for your benefit and protection
- Choose not to engage in any of these protected activities

WE WILL NOT do anything that interferes with these rights. More particularly, **WE WILL NOT** fail and refuse to recognize and bargain with the Hotel Employees and Restaurant Employees International Union, Local 30, AFL-CIO, CLC (the Union) as the exclusive bargaining representative of its employees in the following unit:

All full-time and regular part-time elevator operators, storeroom specialists, spa attendants and facilities employees employed by Respondent at its facility located at 1500 Orange Avenue, Coronado, California.

WE WILL NOT discharge or demote or suspend or otherwise discipline any of you for supporting the Union or participating in other concerted protected activities.

WE WILL NOT impliedly threaten you with retaliation for engaging in the protected activity of circulating and/or signing an employee petition regarding terms and conditions of employment.

WE WILL NOT impliedly threaten you with retaliation for engaging in the protected activity of wearing union buttons.

WE WILL NOT impliedly threaten you with retaliation for engaging in the protected activity of picketing.

WE WILL NOT portray the Union as weak or ineffectual or suggest that it is useless to support the Union.

WE WILL NOT direct that an employee be sent home for engaging in the protected activity of picketing.

WE WILL NOT tell employees they are being disciplined to discourage their protected activities.

WE WILL NOT In any like or related manner interfere with, restrain, or coerce employees in the exercise of the rights listed above.

WE WILL, on request, bargain with the Union and put in writing and sign any agreement reached on terms and conditions of employment for our employees in the above-described bargaining unit.

WE WILL, within 14 days from the date of the Board's Order, insofar as we have not already done so, offer Juan Torres and Joel Martinez full reinstatement to their former jobs or, if those jobs no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed.

WE WILL make Juan Torres and Joel Martinez whole for any loss of earnings and other benefits resulting from their unlawful discharges and other discipline, less any net interim earnings, plus interest.

WE WILL, within 14 days from the date of the Board's Order, remove from our files any reference to the unlawful discharges and discipline of Juan Torres and Joel Martinez and **WE WILL**, within 3 days thereafter, notify them in writing that this has been done and that the discharges and discipline will not be used against them in any way.

KSL DC Management, LLC
d/b/a Hotel Del Coronado

(Employer)

Dated _____ By _____
(Representative) (Title)

The National Labor Relations Board is an independent Federal agency created in 1935 to enforce the National Labor Relations Act. It conducts secret-ballot elections to determine whether employees want union representation and it investigates and remedies unfair labor practices by employers and unions. To find out more about your rights under the Act and how to file a charge or election petition, you may speak confidentially to any agent with the Board's Regional Office set forth below. You may also obtain information from the Board's website: www.nlr.gov.

888 South Figueroa Street, 9th Floor, Los Angeles CA 90017-5449

(213) 894-5200, Hours: 8:30 a.m. to 5 p.m.

THIS IS AN OFFICIAL NOTICE AND MUST NOT BE DEFACED BY ANYONE

THIS NOTICE MUST REMAIN POSTED FOR 60 CONSECUTIVE DAYS FROM THE DATE OF POSTING AND MUST NOT BE ALTERED, DEFACED, OR COVERED BY ANY OTHER MATERIAL. ANY QUESTIONS CONCERNING THIS NOTICE OR COMPLIANCE WITH ITS PROVISIONS MAY BE DIRECTED TO THE ABOVE REGIONAL OFFICE'S COMPLIANCE OFFICER, (213) 894-5229.

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
SAN FRANCISCO BRANCH OFFICE
DIVISION OF JUDGES

**KSL DC MANAGEMENT, LLC
d/b/a HOTEL DEL CORONADO**

and

**Cases 21-CA-36119
21-CA-36195**

**HOTEL EMPLOYEES AND RESTAURANT
EMPLOYEES INTERNATIONAL UNION,
LOCAL 30, AFL-CIO, CLC**

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